

The Effects of Deployment Practices on Employee Performance among the Public Banking Institutions in Kenya

A Survey of Post Bank Coast Region

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Abstract- The achievement of high levels of performance from the human resources in an organization has been a very emotive issue both in the public and private sector organizations. However there was a near unanimity that all the human resources disciplines ranging from employee relations, to deployment and which have an effect on organizational performance attribute. The human resources discipline that has generated a lot of problem is the human resources deployment which has been proved to have serious effects on productivity, innovation and motivation as well as quality, effectiveness and efficiency in the banking sector and other sector. This study seeks to establish the effects of deployment programs on employee performance. It has taken into consideration such performance factors as employee productivity, employee motivation and employee innovation and take in depth analysis of whether they are affected by human resources programs of deployment. The study was conducted at post bank coast Region. The study adopted explanatory approach design to research. The population of the study was seventy (72) employees of Post bank Coast Region. The study took a sample of forty nine (49) employees as its unit of analysis; a stratified random sampling method was used in selecting the sample of study. The data was obtained from secondary and primary sources. The data instrument that was used in collecting data include the structured questionnaires, and the participant observation methods processes, a company has the pedigree to increase employee's performance in more positive ways than negative ways.

The purpose of the study determined the effects of deployment practices on employee performance among the public banking institutions in Kenya (Post Bank). Descriptive and inferential statistical test were carried out and the following were the findings:

On the employee's performance, inter location deployment, redesigning deployment and inter departmental deployment was established that the general employee performance of the studied population was fairly good; In this case, the employee performance is above average but there is need for improvement. This study specifically concludes that through carefully addressing of the deployment practices and processes, a company has the pedigree to increase employee's performance in more positive ways than negative ways. The study further concludes that of all the deployment practices, re-designation has proved to

have negative effects on employee performance and therefore should be accomplished in a very careful way

Index Terms- Deployment, Inter-location Deployment, Inter-departmental Deployment, Performance Appraisal, Selection, Training, Job Definition

I. INTRODUCTION

Deployment practices are aimed at supporting employee's engagement, employee motivation and increased productivity and leadership development across all level of employees across all levels of employees within the organization. Deployment is defined as the movement of staff from ones' current assignment to another to meet operational needs. We have different types of Deployment, mainly: Inter-location Deployment, Inter-departmental Deployment and Re-designation Deployment.

According to Mullins (2004) argues that performance as an indicator of an organization success is affected by many factors which include the human resources management program in an organization. He mentions such programs as including the training and development, reward system, performance evaluation programs and employee assistance programs and the employee deployment programs. He however notes the employee deployment programs and practices as the factor highly affecting the performance of employees in any organization. He notes that deployment practices affect the level of productivity, motivation, innovation quality, relations, and participation and communication patterns among other core human resources activities.

(Glinow, 2008) suggest that to achieve high performance standards and sustaining high performance levels happens to the dominant topic in almost all organization both private, public, or profit and non-profit organizations. He notes that high performance levels with positive indicators makes the organization more stable with conceding high profitability, quality, and productivity, motivation and innovation standards and efficiency levels. On the other hand he declares that low performance portends negative and dysfunctional consequences for the firm. He contends that where there are cases of low performance indicators, there are corresponding circumstances

associated with high employee turnover, poor customer relations, low productivity, innovation and quality among the employees. Tubman, (2005), describes deployment as that organization practice or activity of moving their human resources to new work stations either within new departments, new stations and providing them with enhanced responsibilities and duties (re-designation). He gives the types of deployments as interdepartmental deployments; inter location deployments, and re-designation deployments. He explains that whatever the type deployment has major effects on employee performance in an organization. Its great impacts on employee innovation, creativity, developments, attitude, quality, productivity, communication, relationships patterns, satisfaction, loyalty and commitments, he adds. He notes that when handled well and in accordance with the employees' circumstances, deployment increase employee performance through increased innovation, creativity, quality, productivity, profitability, loyalty flexibility, efficiency, effectiveness, and low levels of discontents, dysfunctional conflicts.

Nonetheless he notes that when poorly handled deployment has the potential to negatively affect employee performance. He explains that this state of affairs make the employees less effective, innovative, productive, flexible, loyal and to develop negative behavioral attributes and tendencies such as high wastes and redundancies, negative viewing of the organization, more conflicts and complaints and low quality.

In the views of (Mondy, 2009) the discipline of employee deployment and its twin subject of deployment. Here lishes that although these disciplines have been as old as the function of human resources management itself, they have been haphazardly considered and relegated to the lower levels among other human resources functions training and development, employee relation, and recruitment and selection, despite their great significance in the improvements of performance in all organization. Their relegation has however brought more dysfunctional circumstances leading to business declines, more customer withdrawals and poor employee relations. This study therefore seeks to establish the effects of deployment employee performance among the public institutions in Kenya.

Lucy (2007) admits that employee performances is very important to organizations operations and constitute the core variable in determining the survival and competitiveness. Employee performance equally plays an import function in determining the rewards offered in an organization. He admits that performance attributed to such actions associated with productivity, innovation, flexibility, level of production, commitment, absenteeism rate and the possible overall organizations image. He explains that performance may be categorized into levels as high levels of performance, moderate level of performance and low levels of performance. He describes low performance as the most undesirable state of affairs in any organization. He advocates for high performance levels associated with high productivity, innovation, quality, efficiency, commitments and relishes that this is a kin to high better prospects for an organization

Background of Post Bank

The Kenya post office saving bank was established in 1910, similar saving services were offered across the east Africa

region. When the East Africa community broke up in 1977, the Kenya government established its own saving bank. Post bank is primarily engaged in mobilization of savings for the national department and operates under the Kenya post office savings bank Act cap 493B. In addition, the bank offers local and international credit cards under the sponsorship of a commercial bank, local and international money transfer services, collection and disbursement services.

The recent past has seen the company engaging in adoption of a number of deployment practices thus they are effective strategies on how to overcome effects to employees performance leading to sharpened efficiency and heightened competitiveness through implementation.

Statement of the Problem

A number of organizations in Kenya employ the use of deployment practices. Banks and their operation have been characterized with fluctuating performance levels, and many have collapsed. There have been continuous report cases of high customer withdrawals, high labor turnover rate, low quality services and low profitability index of various banks in Kenya. Furthermore, the bank has not been able to compete efficiently and effectively and has been overtaken by even newly established banks and deposit taking microfinance firms. The lack of competitiveness, poor performance, collapse of major investments and expansion programs have made the bank more vulnerable and could cause the collapse of the whole operations of the bank (the bank's performance assessment, report January 2012)

According to (Kamau, 2012) the problems facing post bank currently remains ever and capable of keeping it off business. He adds that the problems could be attributed to number of factors, including the human resources management programs in respect of employee deployment, employee rewards systems and employee training and development programs, the business culture being practiced and lack of focus on its strategic decisions. However, he claims, the net weight of the problems lies with the human resources deployment practices and program which has severely come heavy criticism. In respect of the above background this study seeks to determine the effects of deployment employee performance in the bank. Finally with proper use of inter location deployment, inter departmental deployment and re designation in post bank , there will be effective strategies on how to overcome effects affecting employees performance in an organization leading to sharpened efficiency and heightened competitiveness through implementation.

1.3 Objectives of the Study

To investigate the effects of deployment practices on employee performance among the public banking institutions in Kenya (Post Bank)

II. LITERATURE REVIEW

Conceptual framework

Dependent variable

Independent variable

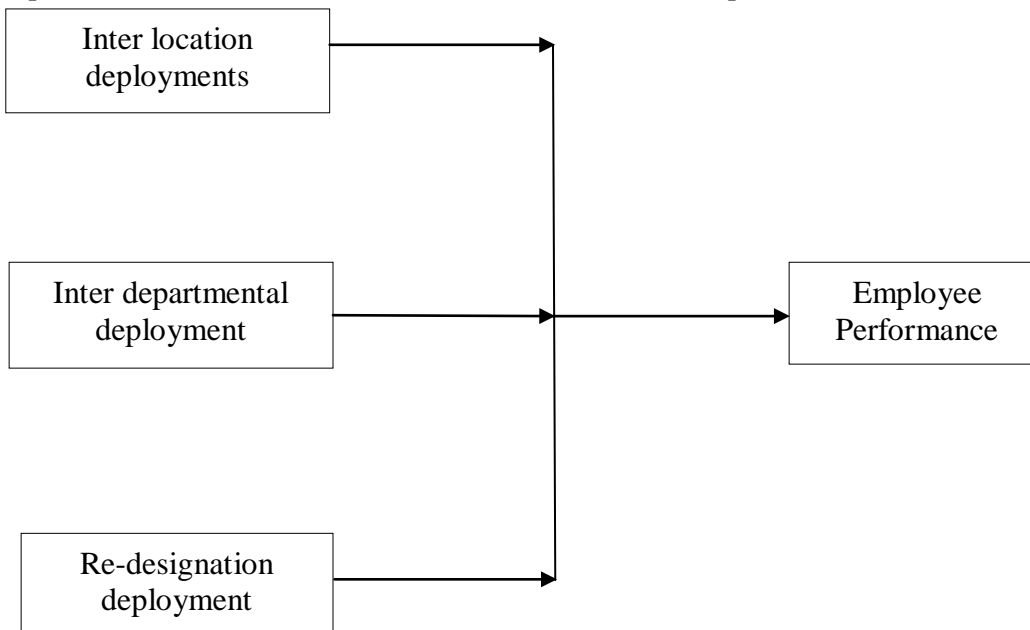


Fig 2.3 Relationship between variables

III. REVIEW OF VARIABLES

Inter-Location deployment

According to (Goss, 2009) accepts that inter-location deployments makes employees more performance oriented through the increment of their competences.

He notes that change of environments may mean new and invested initiatives, personal development programs and other important performance indicators. He agrees that interlocation deployment practices cause dysfunctional behavioral patterns in employees if not conducted according to the employee's desires. He concurs that interlocation deployment practices have more benefits to the employee performance programs and actually works to increase employee performance through increased innovation, creativity, initiative and flexibility. He admits that the movement to a new location creates an extra demand on the employee to exhibit the signs of high motivation, morale design and redesign and positive viewing of the organization so as to be successful. Graham et al 2008, inter location deployment practice is concerned with the movement of employees from the main branches of organization to the relocation. It is particularly suitable for those organization having branches in different location within the same country or outside the country and particularly relevant for large organizations, they explain. They further explains that inter location deployments works best when an organization has organized specialized areas and branches spread over boundaries. They examine the merits of moving employees to new geographical areas as their work stations. While applauding the practice as difficult and very demanding they note that it gives the employees the chances to explore, learn and adapt to the environments. It also makes it mandatory for

employees to develop innovative and creative ways of survival, development and growth through constant design and redesign, they claim.

Tichy (2004) agree that interlocation deployment has an effect on employee performance He agrees that it has both negative and positive effects and goes head to provide both the positive and negative consequences. They said moving to a new location from the original location of the employee increases a sense of new perspectives, circumstances and environment that he notes needs the employee to be more motivated, creative innovative, loyal and be committed to the ideals of the new location requirements. He asserts that the movement may present the employee with the opportunity for more personal developments, creative ways of thinking, innovative work efforts and high levels of motivation. They reason that these practices will in the long turn lead to more tangible benefits associated with high productivity, quality, profitability, efficiency, effectiveness and sound cost control systems. It has further effects on the employee mobility and highly works to increase the mobile characteristic in the employees. They add that the movement to a new location may have serious consequences on the employee.

He states that this requires personal adjustments, design and redesign, and high levels of employee effort which may interfere with the employees thus negatively affecting employee performance leading to reductions in effort, innovation and creativity (Koontz, 2009) supports the views of expressed by Tichy that interlocation employee deployment portends both positive and negative consequences for an organization. He decrees that trend of deployment in organization that has no regard for employee input. He agrees that when carefully handled interlocation deployment system works to improve employee

performance and has positive repercussions for productivity, innovation, quality and creativity. He emphasized more on the performance attributes of creativity, and innovation saying that the employee must possess the two attributes so as to fit in the new location. He is of the view that high levels of employee flexibility can be achieved through interlocation deployment practices and goes ahead to advocate for the same efforts for all organization irrespective of their sizes and nature.

Interdepartmental deployment

In the views of (Robbins, 2003) concurs that interdepartmental deployment offers the employees the chances to become productive, innovative, and exhibit high chances of commitment, loyalty and satisfaction in order to achieve. He further notes that employees tend to develop positive attitude in an attempt to learn new cultures and work formats. He admits that interdepartmental deployments offer the employee the chances to learn more of the organization, its programs, activities and operations thus increasing the flexibility, developmental ability, learning prospect thus becoming more productive, effective, and efficient and customers friendly. He however notes that interdepartmental deployment is sometimes more disruptive to the employee and may reduce the performance. He explains that employee become frustrated, stressed and fatigued at learning new things, perspectives. Additionally adopting a new culture may take some time, need psychological social and physical adjustments and on more occasion leads to more strains on employees thus reducing the overall performance of the employees. (Hullington, 2009) moving an employee from one department to another has more effects on the performance. They assert that new departments offer new challenges to the employee in terms of learning new ways of work, social behaviors and psychological orientations and cultural orientations. He describes interdepartmental deployments as the kind of redeployment taking place in an organization where an employee is taken from one department to another, for instance from human resources to administration or marketing to production. He notes that the challenges offered to the employee by the new environment work format, social arrangements and other work demands makes the employee eager, curious and develop interest in the knowing them.

He explains that in trying to understand the new requirements the employee must be more motivated innovative, creative and have all sense of personal initiative to learn and be proactive efficient and effective in order to assimilate the developments. He concludes that the new mindset of high innovation, creativity, initiative, motivation and positive motivation increases employee performance. Otieno (2010) examines the contributions and benefits associated with interdepartmental deployment to the employees in particular an organization in general. He reasons that an interdepartmental deployment practice has more positive benefits to the employee and organization than the negative consequences associated with it. He asserts that through interdepartmental deployments employees tend to have knowledge of the entire organization, the departments and the units within in addition to the other employees, the work procedures and the technology used in the entire organization. He contends that employee become more productive, innovative, creative, and flexible and develops high

sense of initiative, loyalty and commitments, factors he agrees are the indicators of good performance. He further criticizes the interdepartmental deployment systems saying that it does not portend well of long term employee focus and has the potential to increase the strikes or other dysfunctional employee behaviors Dressler(2005) contends interdepartmental deployment has both positive and negative effects on employee performance. However he quickly adds that interdepartmental deployment portends to have more positive effects to an organization in general and employees in particular. It creates a sense of innovative, creative initiative and learning behavior in an employee. It also calls for more commitments, loyalty, positive viewing and collaborations as well as cooperation on the part of the employee. He explains that by exhibiting these behavioral and performance characteristics the employee will be included to be more productive, profitable, customer focus and possess the general ability to learn train and develop more. The new development arising from new requirements will also force the employee to undertake personal redesign, changes in social arrangements, psychological orientations and physical circumstances, in the process becoming highly mobile and flexible in the work and in relating with the peers and other stakeholders.

He regrets that sometimes the new demand is placed on the employee by the new arrangements will work to weaken the employees social life developed overtime and lead to more emotional, psychological and physical instability in the employees thereby reducing their effort and initiative as well as the production levels. (Tubman, 2007) declares that deployment along the departmental basis force the employees to design new work format, social behaviors, and psychological make ups. He stresses that, interdepartmental deployment forces employees to show high senses of innovation, creativity, quality, commitment, initiative, flexibility and loyalty so as to fit and in the process exhibiting high levels of performance. He however relishes that sometimes if no conducted properly and appropriately, interdepartmental deployments would be counter productive and result in negative performance attributes. It may cause intra personal conflicts, more grievances, complaints and satisfaction problems. This may work to increase their impel us to leave the organization resulting in more sabotage, turnover absenteeism among other poor performances indicators.

Re-designation deployment

According to (Holbeche,2009) new duties equally require new cultural mindset, work ethics and may also demand fundamental shift in social arrangements and psychological makeup and physical setting creating an alert state in an individual employee. He suggest that aligning to the new requirements in their designed status and jobs may require high levels of innovation, creativity, initiative, change mindset, flexibility, motivation and morale and conformance behaviors from the employee. The learning process to understand and assume the new roles, task structures, responsibilities will force the employee to redesign the operations to suit the new work arrangements. He stresses that deployment through re-designation has more positive benefits to an employee through more creativity, innovation, motivation, mobility, morale and high levels of flexibility and personal and development efforts

there by increasing their productive quality efficiency, and effectiveness status as organizational resources.

She, however, admits that re-designation sometimes affects negatively the employee's rate and position of performance arguing that more but uncontrolled work structure creates emotional instability, role conflict, role ambiguity and emotional stress which portend negatively toward the performance of the employee. There has been acrimonious debate among the human resources experts on the role of re-designation on employee performance in particular and organizational performance generally, with the results being more divided opinion on the issue than has generally been believed to be. Majority of the human resources experts however believe that this kind or type of deployment increases employee performance and has similar results for the overall business performance. It results in more positive effort, energy and positive contributions towards the business goals, strategies and objectives while at the same time re energizing their motivation and morale efforts towards the organization. On the negative side re-designation provides the employee with more duties, assignments, responsibilities, and tasks which may wear down the employee's contributions toward the organization. More work duties, responsibilities may create a condition stress, frustration, and fatigue (Mcshane,2008).

Mullins(2004) agrees that re-designation has more benefits to the employee than to the organization and reasons that it offers the employee the changes to wade off conditions of boredom, stress and frustration of narrowness in the duties, and responsibilities. He notes that deployment through the addition of more duties, roles and responsibilities, with enhanced status work to motivate the employee, make them more empowered. He contends that new duties need new skills, knowledge, abilities, experiences attitude, capabilities and capacities which must be learnt by the employees.

(Schuler, 2003) reasons that re-designation may result in enhanced status for the employee with more recognition, achievements, growth, and development prospects. Thus, Re-designation deployment increases employee performance through increased flexibility, initiative, dependability, innovation, creativity, effectiveness, quality productivity, growth, commitment, loyalty and efficacy. When handled carelessly, re-designation deployment decreases employee performance through decreased effort, motivation, innovation, morale, identification and increased wastages, absenteeism, turnover, negative reactions.

Empirical Framework

Although the three approaches to understanding HR in deployment under the Michigan and Harvard models have gained considerable attention from researchers, they have produced conflicting results. Referred to as the hard and soft HRM, they form the basis for the empirical framework in this study.

Women's career opportunities are influenced by the deployment approach practiced by an organization. The chances that are open for career progress are improved with deployment. The three main deployment influences of careers offered to prospective employees are categorized under interlocation, interdepartmental and redesignation deployment. These factors were also found to influence the nature of HRM approach engaged by an organization. Gooderham, Nordhaug and Ringdal

(1999) tested the impact of micro level variables on HR practices and discovered that while institutional determinants like size of the organization have a strong influence on the use of both the collaborative and calculative HRM approaches, managerial sovereignty with less pressure from institutional laws was linked more with the hard/calculative approach than the soft/collaborative approach. They came to a conclusion that the stronger of the management autonomy in organizations the more they will take on the control/calculative approach towards HRM in deployment practices. Similarly, strong institutional laws tend to favour the commitment based approaches as management has less control to initiate organizational changes to fit the organizational strategy. These findings generally support the HR deployment practices described in the prescriptive literature in this study. Morris, Wilkinson and Munday (2000) in contrasting Japanese personnel designs and the hard and soft HRM models, found that the Japanese personnel system is different from the calculative-collaborative HRM model. While the Japanese design is linked to production, the calculative and collaborative HR models are linked to corporate strategy, both of which depict elements of tight control, specific training and unitarist values. The degree to which organizations depict calculative and collaborative orientations to HR in relation to overall HR performance was studied by Kane and Crawford (1999). They drew their conclusions asserting that deployment HR must align with the criteria of both developmental and strategic options and be integrated with the overall corporate strategy and objectives. Their findings on the conflict or incompatibility between the two theoretical perspectives differ from other findings. They found little evidence of conflict between these three deployment practices. While determining the obstacles to implementing an effective HR system, their results of a factor analysis revealed management attitudes, incompetence of HR staff and the current state of HR. The researchers concluded that effective HR system becomes attainable through both calculative and collaborative approaches provided they are both related to organizational strategy and objectives (the calculative orientation) and employee motivation and development (the collaborative orientation) Taking on one of our independent variables, compensation and relating it with the findings of Heery (1997). It was discovered that performance-based compensation is applied both where interdepartmental, interlocation and redesignation deployment to HR are practiced. A distilling factor however that has implications for industrial relations practice was revealed in that where performance-based compensation formed part of collaborative HR, trade unions were more likely to gain a representative role than under a deployment approach. Majority of previous research has verified significant relationship between deployment practices and Employee Outcomes (Sels, 2006). Collins (2005) in a research of similar nature targeting small business have found that effective HR practices impact employee outcomes significantly (employee outcomes used by them were different than ours). A research was conducted by Qureshi (2006) regarding Impact of deployment practices on corporate performance in Pakistan . His findings were supportive of our assumption that HR practice system effect Corporate performance through employee outcome

IV. RESEARCH METHODOLOGY

Research design

This research is descriptive research design. It suits this study because, as a scientific method which it involves observing and describing the behavior of a subject without influencing it in any way. It enabled the research to generalize the findings of a fairly large population. The research attempts to describe such things as possible behavior, attitudes, values and characteristics (Mugenda & Mugenda, 2003). It also serves as a foundation to more research design and quantitative research experimentations. Ghauri & Gronhaug (2005) reiterated that population, not only includes people, but also firms, product and other parameters.

Target Population

According to Cooper & Schinder (2003), a population is the total collection of elements about which researcher will wish to make some inferences. Target population refers to the entire group of individuals or objects to which researchers are interested in generalizing the conclusions. The target population usually has varying characteristics; and therefore, at times referred to as the theoretical population (Cooper & Schinder,

2003). The population targeted by the study is seventy two (72) employees of post bank. The 72 employees comprise of 13 Managers, 13 technical staff, 4 supervisors, 20 clerical staff and 22 tellers. (Post bank journal, Wilson kariuki (2012)

Sampling size, sampling method and techniques

Ghauri & Gronhaug (2005) defined a sample as the segment of population that is selected for investigation. It is a subset of population. Kothari (2004) described a sample size as the number of items to be selected from the universe to constitute a sample. He argued that an optimum sample is one which fulfills the requirement of efficiency, representativeness and flexibility. Gay asserted that in a descriptive research, 10% of the population forms a representative sample, Mburu, (2009). Conducting a study of these organizations requires ample time and finance among other things. The study took a sample of (49) employees from the said population of seventy two (72) as its unit of analysis. This sample size of (49) employees represented a sample ratio of 68.1% of the total population targeted for the study.

Table 3.1 – Sample size

DEPARTMENTS	NO. OF EMPLOYEES per department	SAMPLE STAFF
Managers	13	5
Technical staff	13	10
Supervisors	4	4
Clerical staff	20	15
Tellers	22	15
TOTAL	72	49

Source: Post bank journal, Wilson kariuki (2012)

Data collection instrument, procedure and analysis

The researcher collected primary data from the source using questionnaires while secondary data was collected from published reference materials such as reports and journals. Data collection method is through the use of questioning. To enhance reliability and validity of the data collection instruments a pilot study was undertaken. The data collected was analyzed with the goal of highlighting useful information, suggested conclusions and for purposes of supporting decisions making with regards to issues of internal auditing.

V. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Response rate

The researcher issued 72 questionnaires out of which a total of 55 respondents answered the questions to the researchers satisfaction, 17 respondents did not return questionnaires. Therefore, the data analysis is based on 55 instruments, giving a response rate of 76.4%, and 9.72 did not respond as shown in the figure below.

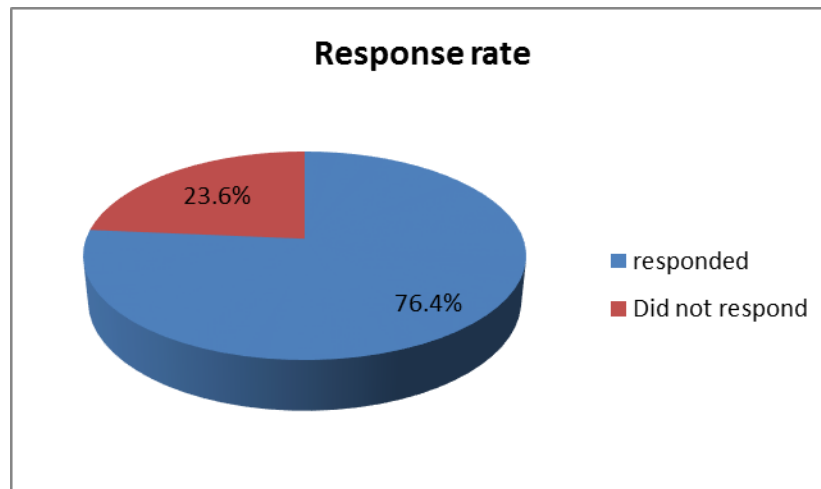


FIG 4.2 Response Rate

Gender

Population under study was composed of 52.7% male and 47.3% female as illustrated in figure 4.1 below. This indicates that the researcher was gender sensitive by ensuring that there is

equal gender representation in the population. This enabled the researcher obtain information from both genders, hence more appropriate and reliable information.

Table 4.3: Gender

Gender	Frequency	Percentage
Female	25	45.5%
Males	30	54.5%
Total	55	100%

Age and work experience

The respondents were asked to give their age. From table 4.4 below, majority of the respondents, are between the age of 30

and 35 years, between 42 and 47 years; between 48-55 years and few were age of 24 -29 years as shown below.

Table 4.4.1 Age bracket

Age bracket	Frequency	Percentage
24-29 yrs	9	16.4
30-35 yrs	19	34.5
36-40 yrs	8	14.5
42-47 yrs	10	18.2
48-55 yrs	9	16.4
Total	55	100

Table 4.4.2 Years served in the Firm

Period	frequency	Percentage
Below 10 years	35	63.6%
11-20 years	15	27.3%
20-30 years	5	9.1%
Total	55	100%

The analyses from the responses received as shown above (Table 4.4) indicated that 63.6% of the respondents had served in the organizations for a period below 10 years while 27.3% had served up to 20 years and 9.1% respondent had served for more than 20 years in the organizations.

EMPLOYEES PERFORMANCE

Post Bank Employee Performance	A	B	C	N
Our bank's current performance level is favorably high	2	40	13	55
Our banks performance levels have been on the rise	1	50	4	55
Our bank's has a policy guiding employees performance management practices	2	26	27	55
Our banks performance levels is affected by the nature of deployment patterns	-	36	19	55
I always participate in our banks performance assessment sessions.	2	17	36	55
Productivity, quality and flexibility are the core indices used in the determination of employees performance levels in our bank	3	45	7	55
MEAN	1.7	35.7	17.7	55

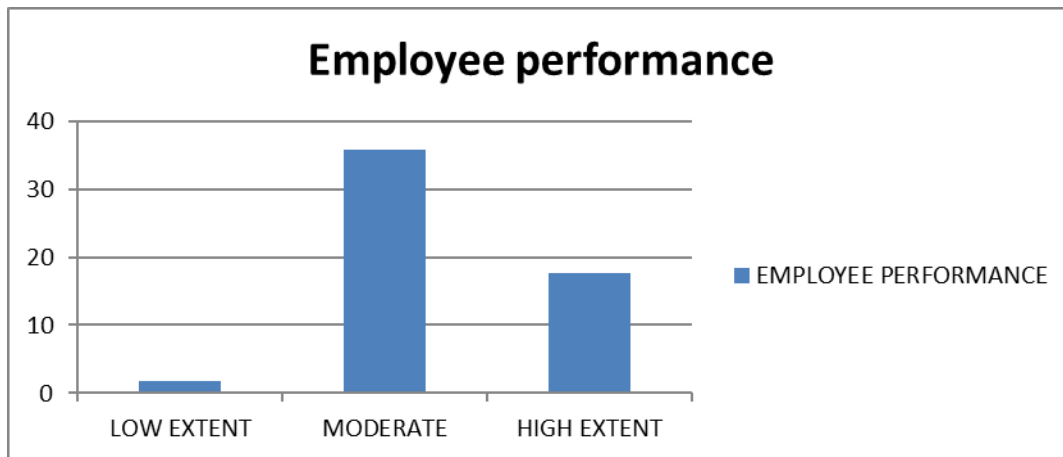


Figure 4.5 – employee performance

Respondents were asked to rate the level of their performance in the organization. From the findings, it was asserted that the current performance level had low extent of a mean of 1.7 moderately high, (Mean = 35.7) and high extent level with average mean = 17.7. Thus it can be noted that post bank performance level, policy guiding the employees, employee’s performance assessment is moderately influencing the performance of the employees in the organization.

Deployment factors and their effects on employee performance

Deployment is a process of moving or allocating an individual a different position, use or a function within the organization structure. It may allow staff to be moved from activities which are of lesser priority, or which have been rationalized, reconfigured, or restructured, to areas of greater

need. This section of the study provides findings on deployment factors and how they impact on employee performance.

Interdepartmental deployment practice

In the views of (Robbins, 2003) concurs that interdepartmental deployment offers the employees the chances to become productive, innovative, and exhibit high chances of commitment, loyalty and satisfaction in order to achieve. He further notes that employees tend to develop positive attitude in an attempt to learn new cultures and work formats. He admits that interdepartmental deployments offer the employee the chances to learn more of the organization, its programs, activities and operations thus increasing the flexibility, developmental ability, learning prospect thus becoming more productive, effective, and efficient and customers friendly

Table 4.6.1 – Interdepartmental deployment factors

	A	B	C	N
Our bank often practices interdepartmental, deployment for employees	-	51	4	55
Our banks interdepartmental deployment practices allow for employee participation	3	47	5	55
Our banks interdepartmental deployment practice affects employees performance levels	-	49	6	55
Our banks interdepartmental deployment practices increase employees productivity levels	2	44	9	55
Our banks interdepartmental deployment practice is flexible and adaptable to the employees	-	35	20	55
I prefer the interdepartmental deployment practices being undertaken by the bank	1	51	3	55
MEAN	1	46.2	7.83	55

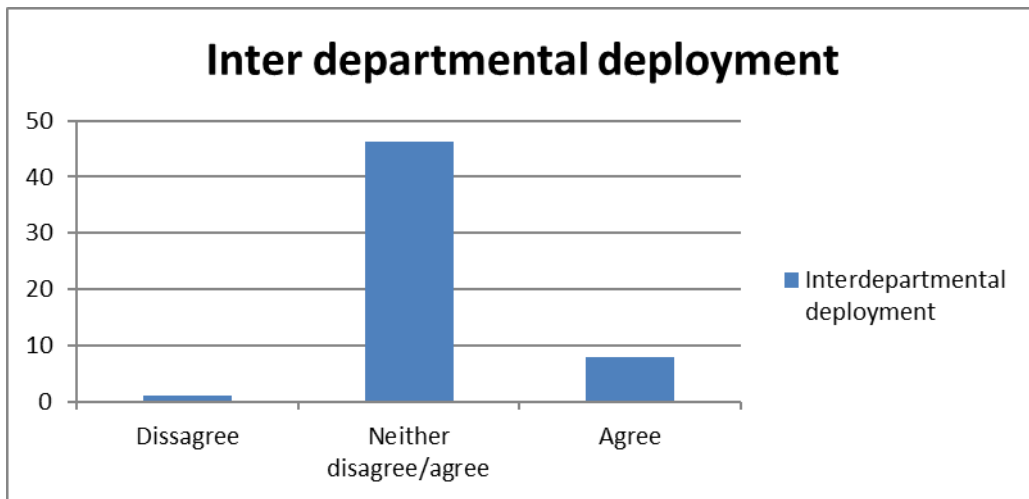


Figure 4.6.1 – Inter departmental deployment

The study sought to establish whether the bank practice interdepartmental deployment. From the findings, it was asserted that the current performance level had a disagree level of a mean of 1, neither agree/agree level of, (Mean = 46.2) and agree level with average mean = 7.83. Thus it can be noted that post bank performance level, policy guiding the employees, employee’s performance assessment is neither disagree/agree level that is influencing inter departmental deployment in the performance of the employees in the organization.

Inter location deployment

According to (Goss, 2009) accepts that inter-location deployments makes employees more performance oriented through the increment of their competences.

He notes that change of environments may mean new and invested initiatives, personal development programs and other important performance indicators. He agrees that inter location deployment practices cause dysfunctional behavioral patterns in employees if not conducted according to the employee’s desires. He concurs that inter location deployment practices have more benefits to the employee performance programs and actually works to increase employee performance through increased innovation, creativity, initiative and flexibility.

Table 4.6.2 – inter location deployment factors

Inter location deployment factors	A	B	C	N
Our bank has a more viable inter location deployment policy	1	40	14	55
Our bank’s inter location deployment policy guides on employee redeployment practices	3	50	2	55
Our bank’s inter location deployment practices affects employees performance	7	33	15	55
The inter location deployment practice in the bank increases employees quality of operations	4	46	5	55
The inter location deployment practice in our bank is conducted periodically	1	45	9	55
Our bank’s inter location deployment practice is conducted through consensus with the stakeholders.	-	46	9	55
I always participate in the design of the employee inter location deployment programs at our bank.	4	46	5	55
Our banks Inter location deployment practice is technical cumbersome and expensive.	1	54	-	55
MEAN	2.8	45.7	6.4	55

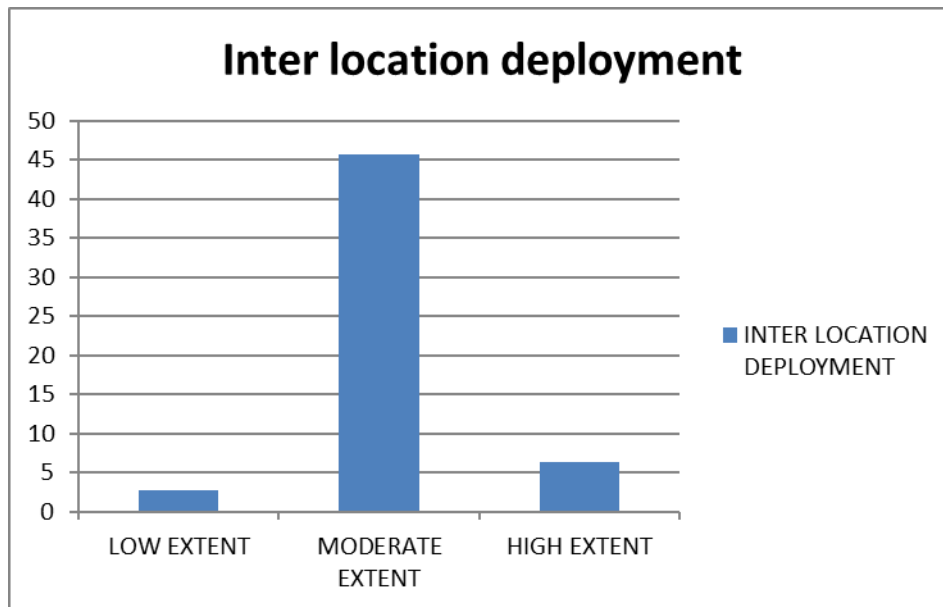


Figure 4.6.2 – inter location deployment

On inter location deployment, it was found that Post bank practice relocation deployment, From the findings, it was asserted that the current performance level had low extent of a mean of 2.8 moderately high, (Mean = 45.7) and high extent level with average mean = 6.4. Thus it can be noted that post bank performance level, policy guiding the employees, employee’s performance assessment is moderately influencing the performance of the employees in the organization.

According to (Holbeche,2009) new duties equally require new cultural mindset, work ethics and may also demand fundamental shift in social arrangements and psychological makeup and physical setting creating an alert state in an individual employee. He suggest that aligning to the new requirements in there designed status and jobs may require high levels of innovation, creativity, initiative, change mindset, flexibility, motivation and morale and conformance behaviors from the employee.

Re-designation Deployment

Table 4.6.3 –Re-designation Deployment factors

Re-designation Deployment factors	A	B	C	N
Our bank always conducts re designation deployment for employees	-	46	9	55
Our bank’s Re designation deployment Practice allows for employee participation	1	47	7	55
Our bank’s Re designation deployment Practice is favorable to the stakeholders	-	37	18	55
Our bank’s Re designation deployment Practice affects employees performance levels	-	50	5	55
I always participate in the banks Re designation Redeployment policy formulation	3	28	24	55
Our banks re designation deployment practice is friendly to the employee circumstances	2	50	3	55
Our banks re designation deployment program motivates the employee toward superior performance	-	48	7	55
MEAN	0.9	43.7	10.4	55

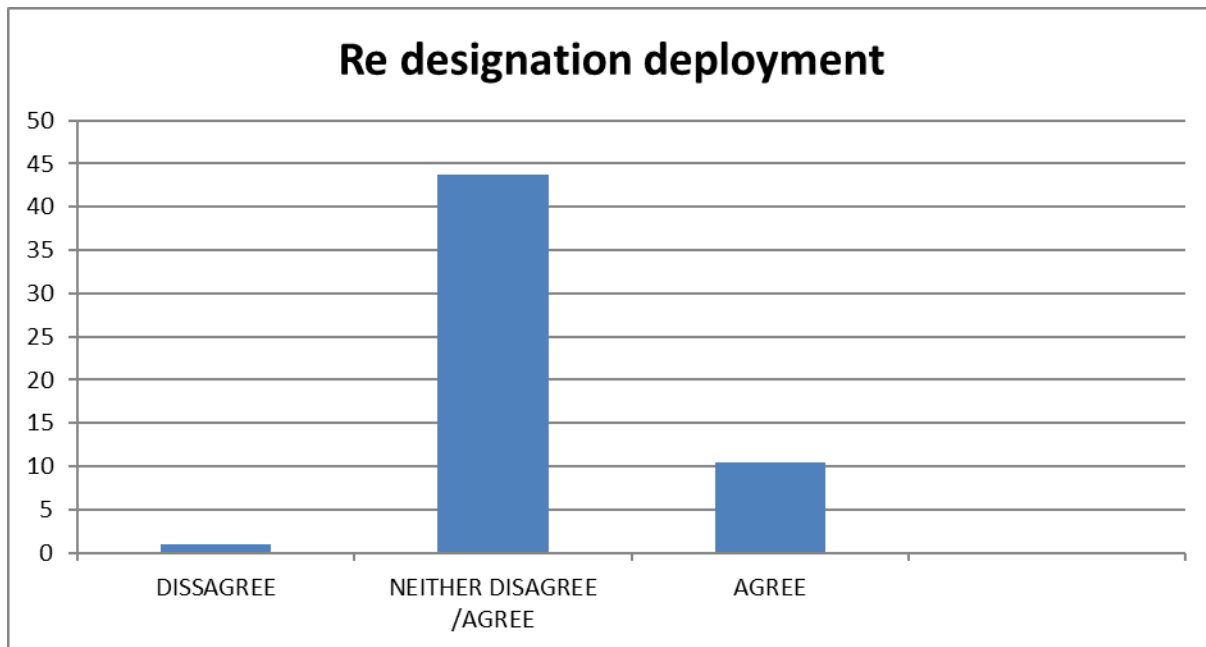


Figure 4.6.3 Redesignation deployment

The study sought to establish whether the bank practice re-designation deployment and its effect on employee performance. It was found that post bank rarely conducts re-designation deployment for its employees, (Mean = 43.7 and that it is not favorable to its stakeholders, (It was also disagreed that employees always participate in the banks re designation deployment policy formulation, (Mean = 0.9)

However, employees were neutral that to the fact that re-designation deployment program motivates the employee toward superior performance, (Mean = 10.4). Generally, re designation deployment factors have effects on the employees' performance

VI. CONCLUSION AND RECOMMENDATIONS

Conclusion

The study sought to establish the effects of each deployment practices on employee performance at Post bank. The objectives of the study were adequate and comprehensively assessed and covered. The findings of the study as provided in the above section this report concludes that deployment practices have significant impacts on employee performance.

Deployment practices should be carefully and objectively pursued according to organizational values and objectives. This study specifically concludes that through carefully addressing of the deployment practices and processes, a company has the pedigree to increase employee's performance in more positive ways than negative ways. All the deployment practices, inter location, interdepartmental and re-designation have effects on employee performance. The study further concludes that of all the deployment practices, re-designation has proved to have negative effects on employee performance and therefore should be accomplished in a very careful way.

Recommendation

- The relevance of deployment practices in organizations cannot be over-emphasized since it constitutes the organizational climate for the internal activities. For a successful deployment exercise in a company, the following are recommendation emanating from this study.
- There must be clear stipulated policies, procedures and guidelines covering deployment practices in organizations. This will always help to provide mechanism for instituting deployment practices as part of organization's practices and culture.
- Always establishing a positive deployment culture, any negative or conflicting communications should be avoided because it may kill employees' morale.
- Employees are a critical part of your deployment plan if you sustain your business while deployed. To ensure your employees are prepared, a special employee deployment manual can become an important part of the overall deployment plan. It is particularly critical to have on hand for each employee while you are deployed. It will reinforce how to perform certain functions and procedures, it will clarify the tasks for which each employee is responsible, and it spell out your policies and procedures

Areas of further research

From the result of this study, the researcher recommends that the same kind of study to be done on sample group of organizations to widen the scope and more probably a comparative study to be pursued on the same. Again, further research should be conducted to establish ways to curb challenges affecting employee's performance in both public and private sector organizations.

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